

17 MAY 1976

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MEMORANDUM FOR: Deputy Director for Administration

FROM : Harry E. Fitzwater  
Director of Training

SUBJECT : Coverage of Fitness Report Evaluations  
in Management Courses

REFERENCE : Memorandum for DTR, from EO/DDA, dated  
3 May 1976; Subject: DCI Memo to the  
Management Advisory Group (DDA 76-2230)

1. The subject of fitness reports is currently covered in the following management courses:

- a. Fundamentals of Supervision and Management (FSM) - A full day of this five-day course for first-line supervisors is devoted to the preparation of the fitness report.
- b. Performance Evaluation Workshop (PE) - This two-day workshop, given on request, has as one of its objectives the preparation of more useful fitness reports and the conducting of more effective FR interviews.
- c. Management Seminar - This two-week seminar for middle managers does not have a specific segment entitled "Fitness Report Preparation"; however, the subject of FR preparation and Agency policy regarding FRs is mentioned in the segments on MBO and LOI, PDP and APP, and employee counseling. Also, the problem of FR grade escalation consistently arises

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in the case studies prepared by the participants. Future seminars will ensure that FR continues to be discussed.

- d. MBO Seminar - The subject of the FR is tangentially discussed in this three-day seminar in connection with the preparation of the LOI.

2. In two new courses scheduled to be offered in June - July 1976, we plan to cover the subject in the following manner:

- a. Supervisory Skills - First running, 1-3 June 1976. One-half day of this three-day course for the potential supervisor is devoted to FR preparation.
- b. Management Communication - First running, 26-30 July 1976. Although no specific segment of this five-day course is labeled "FR Preparation," several segments dealing with potential communication barriers in different communication situations, and with improving listening skills and adapting to others' needs, expectations and objectives will touch on the FR. Also, one exercise of the course will be an Agency ranking panel simulation.

3. We are presently working on a videotape training aid on fitness reporting. This tape will be on-shelf material for self-study and independent use. It will be able to give the trainee a realistic exercise in writing a fitness report and bringing out the key teaching points in FR preparation.

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